

DD/A Registry
78 C 971

--

3. The possibility of too many surveys of overlapping purposes, too close together in time, poses a risk of impairing their effectiveness. This is particularly apt to occur in the personnel management-related areas of Agency-wide concern: promotion and

ADMINISTRATIVE INTERNAL USE ONLY

career advancement policies and mechanisms, performance evaluation systems, manpower utilization, training opportunities, etc. These are also the topic areas which consistently impact most heavily on how one feels in general about one's job, and hence become a major component of "morale". Because of the breadth of interest in these topics, the dangers of "oversurveying" are probably greatest in these areas.

4. The following guidelines and coordination requirements have been established to preserve the utility of employee surveys on personnel management topics:

(a) Senior managers planning surveys, whatever the subject matter, are encouraged to avail themselves during the early planning stages of the consulting services of the Psychological Services Staff, Office of Medical Services. This Staff can offer helpful advice and assistance in all phases, including the interpretation of results and planning the follow-on action which stems from them. PSS maintains a specialized software package to process survey data and output in a well-organized readable form. The Staff also retains permanent survey data files which may provide some useful base-line data, and can serve as a means of tracking changes and trends over time.

(b) Senior managers planning an employee survey in which questions on general personnel management issues are to be included will inform the Director of Personnel well in advance of its scheduled time of administration. If the Director of Personnel sees a substantial subject matter overlap with other planned surveys within the same time frame, he will seek to resolve the conflict in some manner satisfactory to the various parties involved. If necessary, the Director of Personnel may direct that a particular entity postpone its survey on personnel management topics (or that portion of its survey which embraces these topics) until a later date.

John F. Blake

cc: AO/DCI

ORIGINATOR:

Director of Personnel

ADMINISTRATIVE INTERNAL USE ONLY

Distribution:

Orig. - D/MFAC

1 - each other adse

2 - DDA

2 - D/Pers

1 - OP/PS

OP/P&C/PS



(28 Feb 78)

STAT